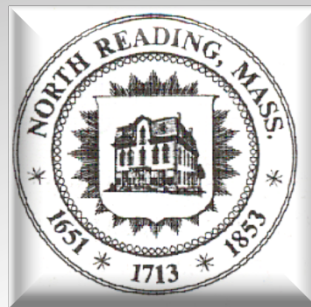
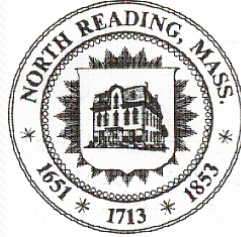


Town of North Reading Strategic Plan 2015 & Beyond



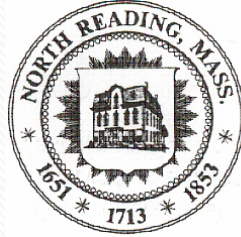
Strategic Planning Session 12 December 2013

Mission Statement



The Board of Selectmen, as ethical stewards of the public trust, shall set policy that is consistent with the Town Charter, respectful of the needs of the Community, *the* laws of the Commonwealth and within the financial means of the Community. It shall seek all opportunities that will advance the overall well-being of the Community and its citizens by providing the best quality of life, education, public safety and public health. It shall provide the necessary leadership through consensus building and communication for the benefit of its constituencies and employees by proving to them of their vested interest in the Town.

Vision Statement

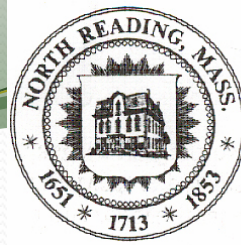


North Reading while maintaining its suburban small town character, will implement a strategic plan that improves the quality of life for all its residents through controlled community development, supportive infrastructure and the implementation of a budgetary plan with, cost savings, increased efficiencies, and new revenues which supports services on an annual basis town wide.

Objectives

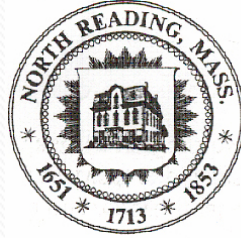
- Wastewater Plan Implementation (11-20)
 - Develop a Finance Plan (16-17)
 - Complete DEIR (15)
- Commit to a New Water Resource (15)
 - Options: (MWRA or Retain Andover or Both)
- Storm Water (11 – on going)
 - Identify Cost & Revenue Sources to Fund this Program
- Technology Solutions, Expansion & Implementation (11-ongoing)
 - Permitting and Record Retention and Access (15)
- Revenue Plan that Supports Services Without an Override
 - Funding Capital Plan
 - Economic Development
 - Integrate Wastewater in Key Commercial areas to Increase Values
- Develop a Plan to Address the Long-Term Unfunded Liability (14 – 15)
- Maintain Management/Labor Relations (13-on)
- Refine Collective Bargaining Strategy (13 – on)
- Shared Municipal/School Services (12-ongoing)
 - Human Resources, Purchasing Agent, Facility Maintenance and Technology
 - Develop Plan to Tie-In Municipal Bldg into School Waste Water Facility (Library, Peabody Court, Public Safety, Etc
- Identify Opportunities to Team with Surrounding Towns on Sharing Resources (13- on-going)
 - Animal Control, Public Safety Dispatch, Health Services, Veteran Services, (15 – 16)
- Greater Energy Conservation (13 – On going)
 - Wind, Solar, Vehicles (on-going)
 - Work with RMLD to Install LED Street Lights (15-16)
 - ESCO (15 – 16)
- Establish an Economic Development Plan with CPC
 - Aesthetics Beautification Program
 - Adopt a New By-Law to Incentivize Underutilized/ Abandon Commercial Property Owners to Upgrade
 - Research the Future Use of the Existing Postal Building
- Review a Facilities Study on Town Buildings (15 - 16)
 - Commit to Building Aesthetics, Safety, and Cleanliness
- Affordable Housing (Need a Plan – (15)
- Senior Housing/Assistance Living
 - Need to Identify Town Owned Parcel(s) (15)
 - Identify Funding Sources as Seed \$\$\$ or
 - Seek out a Non-Profit Organization to develop senior living
- Transportation Enhancements
- Leverage the Use of Available Town-owned Land (13 – Ongoing)
- Identify options to gain access to Riverwood Property

Progress Assessment



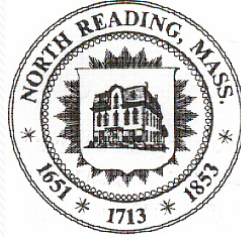
- New High and Middle School (11-12)
- Renovated Senior Center (Complete -12)
- Obtained Additional Funding for New School Project (13)
- Technology Investments
 - Fully Funded the Completion of MUNIS (13)
 - Acquired a Town-Wide Alert System
 - Code Red
 - Town Hall Security Systems
 - Town Hall Server Upgrades
- Revenue Generating Services
 - ALS Services at 90% Staffing Level (13)
- Wastewater Achievements
 - Completed a Study that Proves the Investment in Wastewater in Key Commercial Areas will generate additional Tax Revenues
- New Collective Bargaining Strategy
 - Successfully Negotiated 7 Labor Agreements that Resulted in Long-Term Savings
 - Labor & Mgmt Cooperation On Health Ins.
- Energy Efficiencies Established
 - New/Retro-fitted Lighting
 - Installed Efficient Motors in Various Equipment
- Employee Recognition
 - Annual Lunch
- Completed a Facilities Study on Town Buildings (14)
 - Fire Station/DPW Facility/Town Hall Facility/Senior Center
- Acquiring Healthcare Consultant Achieves Modest and Controllable Premium Increases (13)
- Delinquent Taxes & Collections
- Successfully Executed a Succession Plan
- Identified New Water Resource/Options (11-15)
 - In Process Dialogue with MWRA, Reading and Andover

Community Core Values



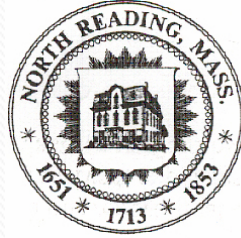
- Quality Public Education
 - Public Safety
 - Promotion of Local Commerce
 - Preservation and Improvement of Environment
 - Reputation of Openness and Trust
 - Open Space and Recreation
- Preservation of Town Character
 - Involvement in Community
 - Diversity of Ideas and Respect for Others
 - Health & Welfare for All
 - Sense of Community Compassion

SWOTT Exercise



- Strengths
- Weaknesses
- Opportunities
- Threats
- Trends

Strengths



- Location (proximity to major highways)
- Excellent School System
- Open Space
- Low Crime Rate
- Effective Legislative Delegation
- Productive Town Department Operations
- Productive Operations by Town Employees
- Favorable Bond Rating
- Open Town Meeting *(Trending toward a weakness due to lack of Participation)*
- Community Involvement/Volunteerism/Activism/Generosity
- Continued Stability of Workforce
- Financial Planning Team
- Active Community Impact Team and Outreach

Weaknesses

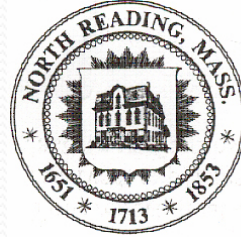
Weaknesses tied to an Objective

- Small Commercial Tax Base
- Lack of Sewers
- Lack of Public Transportation
- Deteriorating Public Facilities and Infrastructure
- Unfunded Federal/State mandates
- Structural Revenue Shortage
- High Cost of Employee Benefits
 - Health Insurances Premium, End of Career Benefits, Pension Costs
- Lack of Adequate Water Supply
- Inconsistent esthetics of commercial real estate on Rte. 28.
- Website Not Updated by Boards & Committees
- Lack of Affordable & Senior Housing

Weaknesses without a dedicated Objective

- Civil Service in Public Safety Promotions
- Lack of Contested Races for Public Office
- Lack of Sidewalks and Sidewalk Conditions
- Low voter turnout, and percent of eligible voting residents to meetings, and town meeting.
- Lack of Employee Recognition
- Negative Atmosphere in Resolving Difference

Opportunities

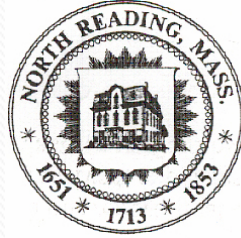


- Wastewater Initiative
 - Berry Center Commercial Development
 - Increase Commercial Tax Base
 - Energy Committee Initiatives
 - Collective Bargaining Agreements
 - Improve Employee Relations
 - Improve Communications with Residents and Industry
 - Regional/Joint Public Safety Dispatch
 - Consolidations
- Favorable Legislation
 - Employee Incentive Program
 - Wastewater Revenues by Commercial Development
 - Expand Services and Facilities for Seniors
 - Increase Collaboration Between Towns
 - Regionalization
 - Joint Purchasing
 - Improve Customer Satisfaction and Public Perception
 - Employee Development

Threats

- Affordable Healthcare Act
 - Reduction in State Aid
 - Unfavorable Litigation
 - Rising Energy Costs
 - DEP/EPA Enforcement Orders
 - Increased State & Federal Regulations
 - Increase in Construction Costs
 - Possible New Vocational School Project, Town would Pay a %
 - Town's Ability to Control Telecommunication Revenues
- Adverse Economic Climate
 - Lack of Support of Local Initiatives
 - Inability/Unwillingness to Serve
 - Increase Crime
 - Labor Costs
 - Special Education Costs
 - Infrastructure Failure
 - Reduction of Federal Aid
 - Cost of Operating and Maintaining New High/Middle School
 - Maintaining New School Project Building Schedule/Cost

Trends



- Increased Cost of Goods and Services
- Eroding Public Trust & Lack of Understanding
- Continuing Over-Regulation and Unfunded Mandates
- Uncertain Energy Costs
- Increased Healthcare Premiums
- Willingness to Foster Inter-municipal Collaboration
- Lack of Flexibility by State Agencies